



Reply to  
Attention of:

**DEPARTMENT OF THE ARMY**  
**SOUTHWESTERN DIVISION, CORPS OF ENGINEERS**  
**1100 COMMERCE STREET**  
**DALLAS, TEXAS 75242-0216**

CESWD-ZX (385-10)

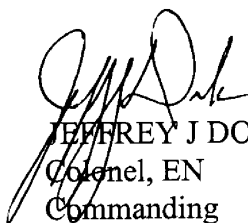
15 NOV 2004

MEMORANDUM FOR Commander, US Army Corps of Engineers, 442 G Street NW,  
Washington, DC 20314-1000

SUBJECT: Southwestern Division Regional Safety Management Action Plan,  
FY2005-FY2006

1. Reference memorandum, CESO, 24 May 2004, subject: Safety and Occupational Health Emphasis-Command Leadership.
2. Enclosed is the Southwestern Division Regional Safety Management Action Plan for FY2005-FY2006. Each district within the SWD Region will develop an implementation plan and as appropriate add district specific action items. Each district will also provide a progress report semiannually to SWD. Questions regarding this plan should be directed to Marsha Gilbert, HQ Forward Safety Manager for SPD/SWD, at (415) 977-8307.

Encl

  
JEFFREY J DORKO  
Colonel, EN  
Commanding

**SWD  
SAFETY MANGEMENT ACTION PLAN  
SMAP 2005-2006**

**Commander's Intent:** Safety will be in the forefront of everything we do in the Southwestern Division (SWD). Commanders and supervisors at all levels will be personally involved in the Safety and Occupational Health Program. We will use all appropriate and available means to proactively increase safety awareness and minimize accidents. Objective is to prevent accidents and exceed the newly established incident rate standards as promulgated in the USACE Consolidated Command Management Guidance. Should fatalities or serious accidents occur, the chain of command will thoroughly investigate, analyze and implement necessary steps to prevent a reoccurrence. We will institutionalize corrective actions and share the lessons learned.

**The Division Commander will:**

Serve as the Southwestern Division Safety Officer provide regional safety and health guidance and direction.

Ensure that District Commanders and supervisors are accountable for safety and occupational health programs within their Districts and subordinate offices.

Address relevant safety and health issues in speeches, Town Hall meetings, site visits, and at other appropriate events.

**The HQ-Forward Safety and Occupational Health Manager will:**

Monitor accomplishment of action items in the Division and District SMAPs.

Summarize from District information accident trends, analyses, and causes, and share lessons-learned to preclude similar incidents.

Continue to update the Commander of safety issues and concerns.

Establish a Regional Safety and Occupational Health Council that will address safety and occupational health issues regionally and provide recommendations, guidance and direction to the Division Commander. (Composition – Division/District Deputy Commanders and Safety and Occupational Health Managers)

Perform safety and occupational health quality management evaluations/command inspections of SWD Districts.

Review District recognition and awards programs to celebrate safety successes.

**Division Staff will:**

Assure that safety and health is an integral part of the business processes for mission accomplishment.

Assist in establishing and championing regional approaches to safety and occupational health.

**District Commanders will:**

Serve as District Safety Officers, providing safety and health guidance and direction for their organizations.

Ensure development of a SMAP for FY05-06 that establishes milestones, and tracks the status of actions to include quarterly reviews to ensure objectives are being accomplished. The actions stated in this document will be incorporated in the District SMAP at a minimum as appropriate. The District will also include District specific actions in their SMAP.

Review the past six years of accident data and develop target areas of improvement based upon this review.

Discuss safety in speeches, staff meetings, and field visits.

Develop programs to recognize safety successes.

Provide the necessary tools to ensure that all accidents are thoroughly investigated and that corrective actions are implemented.

Ensure that fatalities and serious accidents are briefed to the Division Commander (and then the USACE Commander) in a timely manner. Board Reports with forwarding letter should reach the Division Office within 35 days of the accident.

Ensure that collateral investigations are conducted for all Class A accidents and for accidents that have the potential for government or government contractor liability. (AR 385-40)

Ensure that ergonomic evaluations and analysis of government offices and field activities are conducted. Recommendations shall be implemented based upon the analysis.

Support the Regional Safety and Occupational Health Council.

Support the sharing and utilization of safety and occupational health personnel regionally. Due to the limited resources not all Districts/Division have funds and spaces to support a full service District/Division Safety and Occupational Health Office. Several of the Occupational Health Offices, i.e. Engineering and Construction.

Ensure that appropriate safety and health training is provided to field and staff personnel for the purpose of increasing proficiency and probability for safety success.

Support Professional Development for safety and health careerists. Safety and health professionals who are effective are those who are technically proficient, service oriented and skillful in making things happen in the organization. Ensure individually tailored Individual Development Plans are developed and executed for safety and health personnel.

Ensure safety and health performance measures are included in all District managers and team leader's performance standards.

**District Staff will:**

Implement a countermeasure (initiative) program above and beyond the normal accident prevention efforts for the two accident types with the highest frequency in the last six years for government and contractor work.

Provide guidance to the field so that Position Hazard Analysis (PHA's) may be updated to reflect the new guidance.

Ensure that an active and effective light duty program is in place.

Ensure implementation of safety programs for both government and contractor activities.

Provide support for recreational safety.

Strive to integrate safety engineering and management early in and through out the life cycle of each project. Use PMBP process in accordance with the Business Process Manual requirements contained in Reference Document 8016G (PMPs/PgMPs) to include the execution of a project Safety and Occupational Health Plan (SOHP) as an integral part of the overall Project Management Plan (PMP).

Ensure that risk assessments are conducted for all command activities (civilian and contractor) with accident prevention as the focus of all activities. Ensure risk management tools for accident prevention i.e. Activity Hazard Analysis (AHA), Position Hazard Analysis (PHA) and Accident Prevention Plans are used.

**The District Safety and Occupational Health Office will:**

Manage and administer the Safety and Occupational Health Program. Advise the commander, advise and work with the staff on safety and occupational health matters. Serve as the District technical authority on safety and occupational health. Provide a quality and proactive approach to the safety and occupational health program.

Provide analysis of the past six years of accident data for government employees, contractors and the public to District staff and to SWD for inclusion in a regional review. This data should be used to target high hazard areas and to develop countermeasure programs.

Conduct annual safety management evaluations for all District offices.

Ensure that annual safety and occupational health inspections are conducted for all District facilities. High hazard areas should be conducted at least twice a year as appropriate and depending upon the length of the project. Identify an inspection frequency for contractor activities.

Coordinate with public affairs to develop safety talking points and vignettes for senior leaders to communicate safety strategies and successes.

Share safety success and lessons learned with other Districts in SWD.

Establish District recognition and award program to celebrate safety successes.

Analyze accident data for recreational related public fatalities covering the last six years. Use this data to target initiatives at District and project levels.

Implement a countermeasure (initiative) program above and beyond the normal accident prevention efforts for the two accident types resulting in the highest frequency rate during the last six years of public fatalities.

**Metrics and Actions.** New and updated safety and occupational health metrics as well as more stringent tolerance have been provided for FY05-06. The updated and additional metrics are the result of the President Safety, Health and Return to Employment (SHARE) Initiative and the Secretary of the Defense accident reduction target. The action for each one of these metrics will be District specific based upon their review of the last 6 years data as appropriate.

### **Civilian Employee Accident Prevention and Loss Control**

#### **Civilian Employee Lost Time Rate**

$$\frac{\text{Number of Lost Time Accidents} \times 200,000}{\text{Hours Worked (RM Manpower Database)}}$$

FY05	Green = 1.10 or less	Amber = 1.11-1.27	Red = 1.28 or greater
FY06	Green = 1.05 or less	Amber = 1.06-1.22	Red = 1.23 or greater

#### **Civilian Employee Total Lost Day Rate (OWCP)**

$$\frac{(\text{COP Cases} + \text{LWOP Cases}) \times 200,000}{\text{Hours Worked (RM Manpower Database)}}$$

### Hours Worked (CEFMS Time and Attendance)

Commanders shall establish and sustain a program to meet or exceed the Lost Work Day Rate Target set by the SECDEF

FY05 Target: End of FY05 Rate = 8.60

### Contractor Employee Lost Time Rate

$$\frac{\text{Number of Lost Time Accidents} \times 200,000}{\text{Hours Worked (Provided by Division/District)}}$$

CMR Metric: Quarterly

FY05 Green = 0.58 or less

Amber=0.59-0.68

Red = 0.69 or greater

FY06 Green = 0.54 or less

Amber = 0.55-0.64

Red = 0.65 or greater

### Public Fatality Rate

$$\frac{(\text{Number of Public Fatalities} \times 1,000,000)}{\text{Visitor Hours}}$$

FY 05: Target Rate - 0.61

FY 06: Target Rate – 0.58

### Milestones and Checklist:

Milestones will be established for each action. Each District and Division will review the status semiannually. A checklist will be used by the Division to track the status of each District.

### Sample of Safety and Occupational Health SMAP Item (EXAMPLE)

**ACTION:** Ensure that annual safety and occupational health inspections are conducted for all District facilities

**RESPONSIBLE OFFICE:** Safety and Occupational Health

### MILESTONES:

1. Identify government facilities to be inspected by 30 November 04
2. Develop inspection plan by 31 December 04
3. Track individual inspection completion on excel spreadsheet. Periodically review status and make changes as needed to assure accomplishment.